

IMPLEMENTATION

Timeline, Priorities and Budget

Any cultural plan needs to be implemented over time. The inevitable limitations of staff resources and new funding streams demand this. TCC is a ten-year plan and it is likely that fulfilling some objectives will require the entire time period. The following chart represents the consultant team's best estimation of the timeline and priority for beginning work during the first three years on each of the recommended strategies in the plan. To serve as a guide for City Council, it also identifies the city resources and budget needed. Some of the resources are one-time costs, as indicated on the chart, and other costs are ongoing in the form of annual appropriations. It should be noted that additional resources are required and will be provided by community partner agencies, multiplying and leveraging the impact of the city's investment.

TCC Strategy Implementation Chart		
#	Starting Year of Implementation	City Resources/Budget Needed:
	Year One: FY05/06	
1	Neighborhood cultural captains	Staff resources (OCA)
3	Inventory of cultural venues	Staff resources (OCA)
8	Art education partnership	Staff resources (OCA)
10	Arts education staff position at OCA	*\$35,000 for new staff position
11	Magnet school program	Public school districts
20	Cultural and heritage tourism program	Staff resources (OCA/CVB)
22	Other economic growth opportunities	Staff resources (OCA/EDD), costs TBD
23	Coordinate creative economy efforts	Staff resources (EDD/OCA/TCC)
24/30	Advocacy organization and initiative	Staff resources (OCA/TCC)
25	Cultural equity policy	Staff resources (OCA)
26	Technical assistance grants	*\$25,000
28	Public Art Master Plan	*\$75,000 (consultant fees) (one-time cost)
31	Increase for OCA Arts Funding Program (3 year phase-in)	*\$500,000 reoccurring increase per year
35	Promote increase in private sector funding	Staff resources (OCA)
36	Increase funding for OCA for staff and programming costs	(Costs specified in other lines in these tables)
	Year One Total:	*\$635,000

* If funding source(s) can be identified.

TCC Strategy Implementation Chart - continued		
	Year Two: FY06/07	Resources/Budget Needed:
2	Neighborhood arts catalogue	*\$80,000 (\$50,000 annual; 30,000 of this is a one-time cost for printing catalogue)
4	Portable stage	*\$400,000 (one-time cost)
5	One stop permitting for festivals/special events	*\$35,000 for new staff position
6	Affordable fee schedule for festivals/special events	Staff resources (OCA)
7	Opportunity San Antonio	Staff resources
13	Arts marketing program for San Antonio residents	Staff resources (OCA), costs TBD
19	COSAS catalogue	*\$30,000 (one-time printing cost), staff resources
21	Cultural Tourism and Heritage plan to inform program	*\$75,000 (consultant fees) (one-time cost)
31	Increase for OCA Arts Funding Program (3 year phase-in)	*\$500,000 reoccurring increase per year
32	Explore dedicated tax to support the arts	Staff resources (OCA), potential lobbying costs TBD
37	Feasibility study – new performing arts center	*\$100,000 (one-time cost)
	Year Two Total:	*\$1,220,000

	Year Three: FY07/08	Resources/Budget Needed:
9	Arts education resources available/resource directory	*\$50,000
12	Scholarship program	*\$25,000
14	Small business assistance	Staff resources (EDD/OCA), costs TBD
15	Foster/support workforce development	Staff resources (EDD/OCA), costs TBD
16	Develop cultural districts/zones	Staff resources
17	Artist fellowships	*\$50,000
18	Artist support services	*\$25,000
27	Urban design plan	*\$250,000 (Planning Dept.) (one-time cost)
29	OCA neighborhood tours	*\$30,000
31	Increase for OCA Arts Funding Program (3 year phase-in)	*\$500,000 reoccurring increase per year
33/34	Capital grants programs	TBD
38	HemisFair Park cultural uses	TBD
	Year Three Total:	*\$930,000

*If funding source(s) can be identified.

Implementation Partners

Implementation of TCC will require a cooperative effort among many community partners. Lead and partner agencies are identified in each recommended strategy throughout the plan. A key partner will be “The Cultural Collaborative,” a temporary new arts and cultural organization to oversee implementation, comprised of diverse community leaders and arising from the existing Steering Committee (see page 65). A list of lead agencies and partner agencies includes:

COSA Agencies

Asset Management Department
Convention and Visitors Bureau
Economic Development Department
Film Commission
Finance Department
Housing & Community Development Department
International Affairs Department
Library Department

Management & Budget Department
Neighborhood Action Department
Office of Cultural Affairs
Parks & Recreation Department
Planning Department
Public Works Department

Community Organizations

ACCION Texas
Alamo Community College District
American Institute of Architects
Arts and cultural organizations
Arts Education Task Force (CASA)
Bexar County Arts and Culture Fund
Businesses/corporations
Community Development Loan Fund
*Cultural Alliance San Antonio (CASA)
The Cultural Collaborative (TCC)
Downtown Advisory Board
Downtown Alliance
Edgewood Fine Arts Academy
Greater San Antonio Chamber of Commerce
Hispanic Chamber of Commerce
Independent school districts
Individual artists
Individual community leaders
Local Chambers of Commerce
Neighborhood Resource Center
Nonprofit Resource Center
North East School of the Arts
Our Lady of the Lake University
Private Foundations
Parent Teacher Associations
San Antonio Public Library Foundation
San Antonio Technology Accelerator Initiative (SATAI)
San Antonio, Inc.
South Texas Business Fund
Southwest School of Arts and Crafts
St. Mary's University
Thomas Jefferson High School

Trinity University
University of Texas at San Antonio
University of the Incarnate Word
VIA
**Westside Coalition

*Current Cultural Alliance San Antonio (CASA) Members:

Candance Andrews, San Antonio Botanical Center
Steve Bailey, Jump Start Performance Co.
Lynn Bobbit, Live from the Landing
Rose Mary Catacalos, Gemini Ink
Suzanne Dunmire, San Antonio Dance Umbrella
William Chiego, McNay Art Museum
Eduardo Diaz, SA Accorrdian Festival
Maricela Espinoza-Garcia, Guadalupe Cultural Arts Center
Bill FitzGibbons, Blue Star Arts Center
Colleen Frost, Askew Design Studio
Malena Gonzalez-Cid, Centro Cultural Atzlan
Jon Hinojosa, SAY Sí
Bruce Johnson, San Antonio Symphony
Kathryn Kanjo, ArtPace San Antonio
Cynthia Langston, Associate
Kaye Lenox, SA Public Library Foundation
Bill Lewis, Carver Cultural Center
Marise McDermott, Witte Museum
Jim McNutt, Bexar County Arts Fund
Ruth Medillin, The Alameda
Julie Mielke, Youth Orchestras of SA
Marion Oettinger, San Antonio Museum of Art
Paula Owen, Southwest School of Art & Craft
Mimi Quintanilla, Witte Museum
Richard Rosen, Magik Theatre
Graciela Sanchez, Esperanza Peace & Justice Center
Christine Sinick, San Antonio Children's Museum
Frank Villani, Arts San Antonio
Steve Whitesell, National Park Service
Bernice Williams, Blue Star Arts Center

**Current Westside Coalition Affiliates:

Centro Cultural Aztlan
Esperanza Peace and Justice Center
Guadalupe Cultural Arts Center
Jump-Start Performance Co.
National Association of Latino Arts and Culture
San Anto Cultural Arts
Urban - 15 Group

Implementation Partners with Their Responsibilities

Partners are separated into City of San Antonio (COSA) and community organizations, and listed alphabetically. Each partner's proposed responsibilities are listed by strategy number. The page numbers of all strategies are cross-referenced at the end of this section.

COSA Agencies

Asset Management Department

- 33. Capital Grants/Small (Co-Lead)
- 34. Capital Grants/Large (Co-Lead)
- 38. Enhanced Cultural Uses of HemisFair Park

Convention and Visitors' Bureau

- 13. Community wide Arts and Cultural Marketing
- 16. Development of Cultural Districts
- 20. Cultural and Heritage Tourism Program (Lead)
- 21. Cultural and Heritage Tourism Plan (Lead)
- 22. Other Economic Growth Opportunities
- 29. Neighborhood Tour Packages
- 38. Enhanced Cultural Uses of HemisFair Park

Economic Development Department

- 5. One-Stop Festival/Event Permitting (Co-Lead)
- 14. Small Business Assistance for Creative Economy (Lead)
- 15. Development of Creative Workforce (Co-Lead)
- 20. Cultural and Heritage Tourism Program
- 22. Other Economic Growth Opportunities (Lead)
- 23. Coordination of Creative Economy Development (Co-Lead)
- 28. Public Art Master Plan
- 33. Capital Grants/Small
- 34. Capital Grants/Large

Film Commission (CVB)

- 20. Cultural and Heritage Tourism Program

Finance Department

- 33. Capital Grants/Small
- 34. Capital Grants/Large

Housing and Community Development Department

- 33. Capital Grants/Small
- 34. Capital Grants/Large

International Affairs Department

- 20. Cultural and Heritage Tourism Program

Library Department

- 2. Neighborhood Arts Catalogue

Management & Budget Department

- 33. Capital Grants/Small
- 34. Capital Grants/Large

Neighborhood Action Department

- 16. Development of Cultural Districts

Office of Cultural Affairs

- 2. Neighborhood Arts Catalogue (Lead)
- 3. Inventory of Cultural Venues (Lead)
- 5. One-Stop Festival/Event Permitting (Co-Lead)
- 6. Affordable Use Fees for City Venues (Lead)
- 9. Arts Education Resource Availability (Lead)
- 10. Arts and Culture Education Staff Position (Lead)
- 12. Scholarships for Students and Artists (Co-Lead)
- 13. Community wide Arts and Cultural Marketing (Lead)
- 15. Development of Creative Workforce (Co-Lead)
- 16. Development of Cultural Districts (Co-Lead)
- 17. Individual Artists Fellowships (Lead)
- 18. Support Services for Individual Artists (Lead)
- 19. COSAS Catalogue (Lead)
- 23. Coordination of Creative Economy Development (Co-Lead)
- 25. Cultural Equity Policy Statement (Co-Lead)
- 26. Cultural Equity and Outreach Technical Assistance (Lead)
- 29. Neighborhood Tour Packages (Lead)
- 32. Dedicated Tax-Based Revenue Stream (Co-Lead)
- 33. Capital Grants/Small (Co-Lead)
- 34. Capital Grants/Large (Co-Lead)
- 36. Increased OCA Funding for Staff and Programs (Lead)
- 37. Exploration of Shared Performing Arts Center Facility (Co-Lead)

Office of External Relations

- 2. Neighborhood Arts Catalogue
- 13. Community wide Arts and Cultural Marketing

Parks & Recreation Department

2. Neighborhood Arts Catalogue
4. Portable Stage (Lead)
5. One-Stop Festival/Event Permitting
6. Affordable Use Fees for City Venues
13. Community wide Arts and Cultural Marketing
27. Urban Design Master Plan
28. Public Art Master Plan
38. Enhanced Cultural Uses of HemisFair Park (Lead)

Planning Department

16. Development of Cultural Districts (Co-Lead)
27. Urban Design Master Plan (Lead)
28. Public Art Master Plan

Public Works Department

16. Development of Cultural Districts
28. Public Art Master Plan (Lead)
33. Capital Grants/Small
34. Capital Grants/Large

Community Organizations

ACCION Texas

14. Small Business Assistance for Creative Economy

Alamo Community College District

15. Development of Creative Workforce

American Institute of Architects

28. Public Art Master Plan

Arts and Cultural Organizations

20. Cultural and Heritage Tourism Program
26. Cultural Equity and Outreach Technical Assistance

Arts Education Task Force (CASA)

2. Neighborhood Arts Catalogue
8. Policy Partnership for Arts and Cultural Education (Lead)
9. Arts Education Resource Availability
11. Arts Magnet High Schools
15. Development of Creative Workforce
18. Support Services for Individual Artists

Bexar County Arts and Culture Fund

37. Exploration of Shared Performing Arts Center Facility

Creative Businesses

16. Development of Cultural Districts

Community Development Loan Fund

14. Small Business Assistance for Creative Economy

Cultural Alliance San Antonio (CASA)

1. Neighborhood "Cultural Captains" (Lead)
17. Individual Artists Fellowships
24. Comprehensive Long-Term Advocacy Initiative

The Cultural Collaborative

8. Policy Partnership for Arts and Cultural Education
11. Arts Magnet High Schools
12. Scholarships for Students and Artists (Co-Lead)
23. Coordination of Creative Economy Development (Co-Lead)
24. Comprehensive Long-Term Advocacy Initiative (Lead)
25. Cultural Equity Policy Statement (Co-Lead)
30. Develop "The Cultural Collaborative" Organization (Lead)
32. Dedicated Tax-Based Revenue Stream
37. Exploration of Shared Performing Arts Center Facility (Co-Lead)

Downtown Advisory Board

16. Development of Cultural Districts

Downtown Alliance

16. Development of Cultural Districts

Edgewood Fine Arts Academy

11. Arts Magnet High Schools (Co-Lead)

Greater SA Chamber of Commerce

7. "Opportunity San Antonio" Board Training (lead)
16. Development of Cultural Districts
22. Other Economic Growth Opportunities

Hispanic Chamber of Commerce

8. Policy Partnership for Arts and Cultural Education

Individual Artists

16. Development of Cultural Districts

Local Chambers of Commerce

16. Development of Cultural Districts

Neighborhood Resource Center

1. Neighborhood "Cultural Captains"
2. Neighborhood Arts Catalogue
7. "Opportunity San Antonio" Board Training
29. Neighborhood Tour Packages

Nonprofit Resource Center

7. "Opportunity San Antonio" Board Training
14. Small Business Assistance for Creative Economy
17. Individual Artists Fellowships
18. Support Services for Individual Artists
26. Cultural Equity and Outreach Technical Assistance

North East School of the Arts

11. Arts Magnet High Schools (Co-Lead)

Our Lady of the Lake University

15. Development of Creative Workforce

Private Foundations

35. Increased Private Funding for the Arts and Culture

PTAs (Parent Teacher Associations)

15. Development of Creative Workforce

San Antonio Public Library Foundation

32. Dedicated Tax-Based Revenue Stream

San Antonio Area Tourism Council

22. Other Economic Growth Opportunities

San Antonio Technology Accelerator Initiative (SATAI)

22. Other Economic Growth Opportunities

San Antonio, Inc.

14. Small Business Assistance for Creative Economy
15. Development of Creative Workforce
22. Other Economic Growth Opportunities
23. Coordination of Creative Economy Development (Co-Lead)

School Districts

8. Policy Partnership for Arts and Cultural Education

Southwest School of Arts and Crafts

15. Development of Creative Workforce

South Texas Business Fund

14. Small Business Assistance for Creative Economy

St. Mary's University

7. "Opportunity San Antonio" Board Training
15. Development of Creative Workforce

Thomas Jefferson High School

11. Arts Magnet High Schools (Co-Lead)

Trinity University

15. Development of Creative Workforce

University of Texas at San Antonio

14. Small Business Assistance for Creative Economy (Institute for Economic Development)
15. Development of Creative Workforce
26. Cultural Equity and Outreach Technical Assistance (Department of Public Administration)

University of the Incarnate Word

15. Development of Creative Workforce

VIA

16. Development of Cultural Districts
29. Neighborhood Tour Packages

Westside Coalition

1. Neighborhood "Cultural Captains"
24. Comprehensive Long-Term Advocacy Initiative

City Council and Bexar County Commissioners Court

Action is or may be required in implementation for the following strategies:

City Council

- 16. Development of Cultural Districts
- 17. Individual Artists Fellowships
- 23. Coordination of Creative Economy Development
- 25. Cultural Equity Policy Statement
- 31. Increase OCA Budget Allocation
- 32. Dedicated Tax-Based Revenue Stream
- 33. Capital Grants/Small
- 34. Capital Grants/Large
- 36. Increased OCA Funding for Staff and Programs
- 37. Exploration of Shared Performing Arts Center Facility
- 38. Enhanced Cultural Uses of HemisFair Park

Bexar County Commissioners Court

- 16. Development of Cultural Districts
- 23. Coordination of Creative Economy Development
- 32. Dedicated Tax-Based Revenue Stream
- 37. Exploration of Shared Performing Arts Center Facility

Page

Recommendation	Page	Recommendation	Page	Recommendation	Page
1	30	14	43	27	58
2	30	15	43	28	58
3	30	16	44	29	59
4	31	17	45	30	65
5	31	18	45	31	65
6	32	19	45	32	66
7	32	20	46	33	67
8	32	21	46	34	67
9	33	22	47	35	68
10	33	23	47	36	68
11	34	24	52	37	69
12	34	25	52	38	69
13	34	26	52		